

~~CONFIDENTIAL~~ 30 April 1951

Deputy Director (Administration)

Advisor for Management

Survey of Covert Personnel Division, Personnel Office.

1. Scope of Survey

- a. The Management Survey of the Covert Personnel Division, Personnel Office, is submitted as the first portion of a two part report of the Personnel Office.
- b. A survey is currently being conducted of the Overt Personnel Division, Personnel Office, together with other components of the Personnel Office, charged with personnel functions and responsibilities not covered in this report.
- c. The submittal of the Personnel Office report in two parts does not of itself preclude the possibility of realignment or consolidation of personnel responsibilities of an overt and covert nature. If such recommendations are deemed advisable, the suggestions for their implementation together with substantiating reasons will be incorporated into the second report.

2. General Findings

- a. The Covert Personnel Division despite shortages of personnel and space was in process, prior to the Management Survey, of accomplishing much toward effective covert personnel actions.

- b. Aggressive action toward a realization of the Division's responsibilities has been evident by the initiative and understanding shown by all personnel.

- c. Over-all Functions and Responsibilities

The functions and responsibilities of the Covert Personnel Division (attached as Exhibit A) are considered sound in concept and are being adhered to by personnel of this Division.

- d. Operational Procedures

Document No. 005
NO CHANGE in Class. ☐
☐ DECLASSIFIED
Class. CHANGED TO: TS S
DDA Memo, 4 Apr 77
Auth: DDA LRS, 77/1783
Date: 2/13/78 By: 008

~~CONFIDENTIAL~~

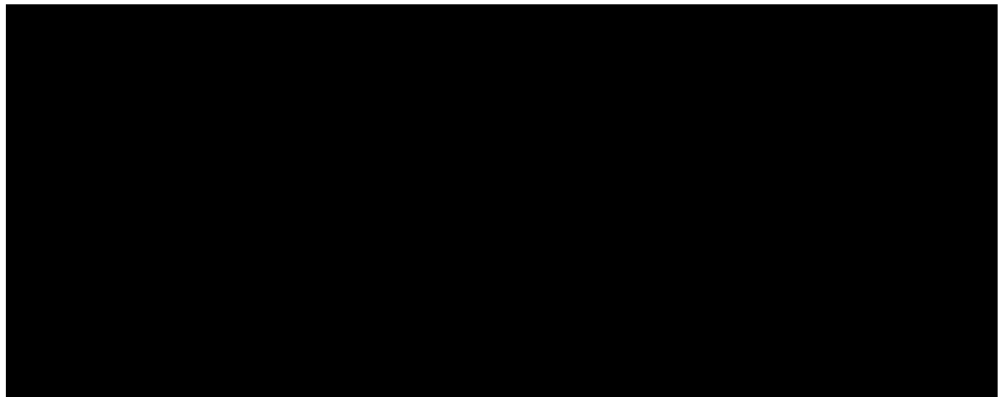
- (1) The majority of the old procedures and techniques by which personnel actions were handled were realized by key personnel of this Division to be far from efficient. This condition can be attributed in the most part to shortages of personnel and confined working areas.
- (2) Much credit should be reflected on the Covert Personnel Division for the vast strides taken during the past thirty days toward the re-evaluation, discontinuance and simplification of existing procedures.
- (3) It is anticipated that within sixty days all procedures and recommendations, both self-generated and those of the Management Analysis Office, will be fully operative.

3. Organisation

a. Findings

- (1) The organisational structure (attached as Exhibit B) does not reflect the current method of operation:
 - (a) The Covert Employee Relations Branch is non-existent because of the lack of on-duty personnel to perform this function.
 - (b) The Overseas and Transactions and Records Branches are receiving direct supervision from the same individual.
- (2) Statements of functions have been coordinated with Branch Chiefs prior to submittal on 7 April 1951 to Personnel Director for consolidation with other functions of the Personnel Office. Written delegations of responsibilities have not been submitted to officials of the Covert Personnel Division.

25X9



- 2 - ~~CONFIDENTIAL~~

the simplification of operating procedures should eliminate or reduce considerably overtime expenditure and workload backlogs.

b. Recommendations

To Be
Implemented

- (1) That the Covert Employee Relations Branch be relocated off the Division command line as a "service staff" (attached as Exhibit C). This function is a professional counselling service as differentiating from operational branch type of responsibility.

To Be
Implemented

- (2) That the Overseas Branch be consolidated into the Transactions and Records Branch with the creation of three sections:

(a) Appointment Section

(b) Overseas Section

(c) Records Section

The present function of the Overseas Branch of processing and integration is closely associated with the responsibilities of covert transactions and records and is at the present time receiving direct supervision from one individual operating both Branches.

To Be
Implemented

- (3) After approval of current statements of functions by the Personnel Director that delegations of responsibilities in writing be made to officials of the Covert Personnel Division.

4. Space

- a. Space limitations have imposed severe hardships on the Covert Personnel Division:

- (1) The limitation of three interview rooms has not only been difficult to cope with from an operational standpoint but has caused unjust criticism of the Division.

Being
Implemented

- (2) Reallocation of space within the assigned area has resulted in the addition of six more interview rooms and an increase of 54.2% or 2,228 square feet of office area. This additional space should ease the pressure of personnel applicant interviews considerably and the increase in office area provide for maximum efficiency of operations.

5. Control Procedures

Being
Implemented

- a. One of the critical points of operations within the Covert Personnel Division has been the lack of a central control point of reference concerning the status of any personnel action.
- b. Installation is being accomplished of a control system (attached as Exhibit D) which will provide requestors with needed information concerning the status of individuals personnel processing.

6. Forms and Forms Control

Being
Implemented

- a. The forms and forms control procedures have been examined in detail and reduced to a basic minimum consistent with good operational procedures.
- b. An effective reduction of 17 forms has been realized or a savings of approximately \$42,500 per annum (based on current estimates of \$2,500 for printing, stocking and preparation of an average form).

7. Office of the Chief

Being
Implemented

a. Findings

- (1) Resulting from good liaison effort the working relationships between the Office of Special Operations, Office of Policy Coordination and the Covert Personnel Division have been strengthened immeasurably.

Being
Implemented

- (2) Operating divisions of the covert offices have revealed extreme gratification with the current developments of the Covert Personnel Division. A better understanding exists of the workload capabilities and responsibilities of the Covert Personnel Division and operating offices have developed procedures and techniques designed to facilitate personnel action.

- (3) Procedures and techniques have been developed (attached as Exhibit E) by the Office of the Chief for evaluation and determination of over-all effectiveness together with internal procedures for New Hire, Entrance on Duty, Security Clearance, etc.

Accomplished

- (4) The development of the current procedures has for the first time resulted in a tangible technique for indoctrination of both on duty and newly acquired personnel.

b. Recommendations

To Be
Implemented

- (1) That all requests for covert personnel data in the form of reports be screened by the Personnel Studies Staff, Office of Personnel Director.
- (2) Utilization of this technique can question, justify or eliminate requests of operating components for personnel statistics and reports either prepared manually or by machine methods.

8. Placement Branch

a. Findings

Being
Implemented

- (1) The Placement Branch has been working under severe handicaps in shortages of both personnel and space.
- (2) The provision of additional interview rooms together with rearrangements of branch personnel within the newly acquired space will provide much needed additional working area.

Recruitment
Requests Being
Processed

- (3) As of 23 April 1951 there are five placement officers on duty against an authorized table of organization of ten positions.
- (4) The shortage of placement officers has caused the operating offices considerable anxiety. Placement action is not being effected as promptly as desired by the Chief, Placement Branch.
- (5) Steps have been taken to alleviate most of the major problems within the Placement Branch as follows:
- (a) Recruitment requests are in process to fill placement officer vacancies.

(b) Placement officers have been designated certain operational areas of responsibility. Close coordination between placement officers and operating offices will provide better service in the placement of potential applicants.

(6) The following workload comparison for three months of 1951 represents accomplishment with 50% on-duty strength in placement officers. It is expected that the accepted cases in April will exceed those of March largely as a result of procedural rearrangements, full table of organization complement will increase production considerably.

Month of Month of 1st 3 Weeks
Feb. 1951 Mar. 1951 of Apr. 1951

Persons Interviewed
Accepted Cases
Closed to Processing
Number of Placement
Officers on Duty



25X9

Accomplished

(7) Arrangements have been made between the Covert Personnel Division and the Offices of Special Operations and Policy Coordination that files of potential applicants submitted to these operational components will be returned within five working days. Prior to this agreement files were remaining in these Offices up to four or five weeks pending determination.

b. Recommendations

To Be
Implemented

(1) That the placement control file be separated into active and inactive sections. This will ease the operations of the control clerk responsible for submitting available data to the placement officers. After separation the inactive section be screened to eliminate those files of no future use.

Accomplished

(2) The maintenance of the pseudonym file by the Office of the Chief, Placement Branch, be discontinued and this file be transferred to Transactions and Records Branch.

9. Transactions and Records Branch

a. Findings

Being
Implemented

- (1) The Transactions and Records Branch has been reorganized and procedures have been re-examined for all phases of covert personnel transactions and records.

Being
Implemented

- (2) Procedures include entrance on duty, security clearance, new hire and the addition of a control system wherein one central point of location is utilized for determination of any phase of individual applicant or its processing.

Being
Implemented

- (3) This Branch has accomplished much in self-determination in the evaluation of procedures and the institution of techniques designed for effective and economical action.

Being
Implemented

- (4) Obsolete cards and records are being disposed of, files are being reduced to a minimum, and records are controlled under revised system.

Being
Implemented

- (5) Working areas have been rearranged so that a more effective flow of paper processing can be accomplished for maximum utilization of time and facilities of Branch personnel.

- (6) The following workload comparison reflects increased production and productivity should rise considerably as a result of efforts expended.

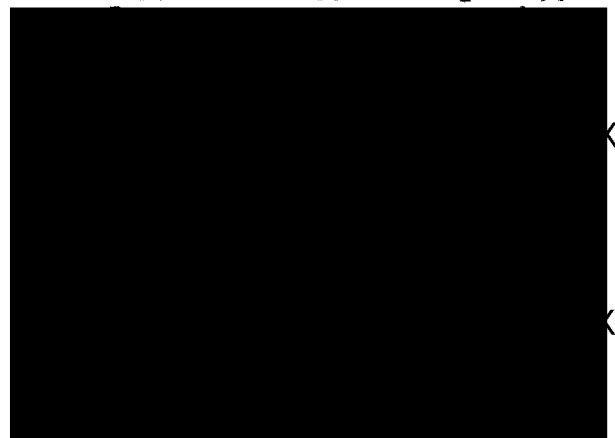
25X9

Cases Pending Full Clearance
Cases with Provisional Clearance
Cases with "X" Clearance
Cases with No Clearance

Awaiting EOD
Clearances Received
Full
Provisional
X
Security Initiations
Persons EOD

*Data not available.

Month of Feb. 1951 Month of Mar. 1951 1st 3 Weeks of Apr. 1951



K9A2

K9A2

Being
Implemented

- (7) Letters concerning entrance on duty are being revised into form letters for elimination of the hand-typed notifications formerly used to accomplish this phase of personnel action. Following is a comparison of time and cost of the two methods:

<u>Hand-Typing</u>		<u>Use of Form Letter</u>
130	Number prepared Mar. 1951	130
<u>x12</u>	Average minutes to type	<u>x4</u>
1560		520
26 hr.		8 hr.40 min.
<u>x1.66</u>	Hourly Wage GS-6 Clerk	<u>x1.66</u>
\$42.16	Cost per month	\$14.38
Savings per annum \$333.36. (Proportionate increases with stepped-up production.)		

To Be
Implemented

(8) As soon as the machine records installation can assume the responsibility of furnishing personnel reports to all organizational components of the Agency, records that have been maintained manually will be abolished. These include:

- (a) Monthly Strength Reports
- (b) Efficiency Ratings
- (c) Automatic within-grade promotions.
- (d) Special reports required by covert offices.

b. Recommendations

That all procedures and operations, currently instituted or to be implemented, be reviewed within three months for determination of effectiveness.

10. Overseas Branch

a. Findings

25X1C4a

(1)

- (2) The Branch responsibilities, functions and records are closely related to those of a transactions and records nature rather than an individual and isolated operational component.

b. Recommendations

It is recommended as stated in paragraph 3b(2), above, that this Branch be integrated within the Transactions and Records Branch with a section status.

cc: Personnel Director
Chief, Personnel Division (C)

EMB/ms cc: Subject File